



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, U.S. ARMY GARRISON VICENZA  
UNIT 31401, BOX 80  
APO AE 09630

SEP 19 2005

IMEU-VIC-EEO

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: U.S. Army Garrison Vicenza Policy Memorandum 06-07, Installation Mentorship Program

1. References

- a. DA Pamphlet 690-43, A Supervisor's Guide to Career Development and Counseling for Career Program Employees, 18 August 1989
- b. AR 690-950, Career Management, 31 December 2001
- c. DA Pamphlet 690-46, Mentoring for Civilian Members of the Force
- d. HQ USAREUR CG memorandum, 12 December 2003, subject: Army in Europe Command Policy Letter 25, Civilian Employee and Leader Development

2. The benefits of a formal mentorship program and its positive impact on the workforce cannot be overemphasized. Professional development not only enhances individuals but contributes to total Army quality. The goal of the U.S. Army Garrison Vicenza Installation Mentorship Program is to develop specific skills and competencies and prepare employees for increased responsibilities. The success of tomorrow's Army depends on how well we train, develop, manage and retain the workforce. Mentoring is one starting point in professional development. It can be assimilated into our culture with minimal turmoil and maximum benefits and provide confident leaders, trained and ready for tomorrow.

3. Definitions

- a. Mentoring. A program in which a mentor and an associate establish clear career goals, develop a specific written plan for achieving these goals, evaluate progress, and establish a timeframe for completion.
- b. Mentor. A mentor is a more experienced or senior employee who accepts responsibility for assisting an associate by guiding the associate's career, advising on career opportunities, and evaluating the associate's progress toward specific goals and objectives. A person who has a

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sincere desire to enhance the success of others. A mentor is supportive, patient, honest, trustworthy, people-oriented, motivated and an effective communicator.

c. Associate. An employee at any grade level in any occupational series who participates with a more senior or experienced mentor in a mentoring relationship which is intended to enhance the less-experienced employee's ability to attain career goals. The associate is an achiever, eager to learn, a team player, patient, a risk taker and has a positive attitude.

#### 4. Installation Mentoring Program

a. The USAG Vicenza Installation Mentorship Program (IMP) is a formal civilian employee development program with an emphasis on career interests, goals and needs. Formal mentoring is also known as planned mentoring. It focuses on the goals of the organization and the individual. A mentor and associate are formally assigned to each other. Informal mentoring is also known as traditional mentoring. It occurs naturally as a partnership between mentor and associate. Informal mentoring focuses primarily on the individual goals of the associate.

b. The IMP is open to U.S. appropriated and non-appropriated fund employees. Length of the formal partnership is normally one year. Participation in this program is on a voluntary basis and mentors are outside the supervisory chain of the associate. Individuals interested in becoming a mentor and/or associate should submit the enclosed Installation Mentoring Program (IMP) application to the EEO office. Participants will be notified in writing of their acceptance into the program. Once accepted into the program, participants will be required to sign a memorandum of understanding and agreement to abide by program guidelines. Partnership matches will be finalized and a notification memorandum will be issued. An orientation will be conducted for new and prospective mentors and associates to cover the mentoring process, program requirements, roles of the mentor/associate/supervisor; knowledge and skills needed by mentors and phases of the mentor-associate relationship.

c. The benefits of being a mentor and associate are many. Mentors can increase their professional network, receive recognition from their peers, enhance leadership and interpersonal skills and pass on organizational legacies. Mentors gain a sense of personal satisfaction of helping an associate develop other skills, knowledge, and abilities to enhance performance in their current position and/or prepare them for career advancement. Associates acquire knowledge and develop skills which may give them opportunities for better assignments; they interact with the experts and receive one on one feedback; work with a role model; and may have the potential for career advancement and promotion.

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## 5. Roles and Responsibilities

### a. Mentor

- (1) Serves as a confidant, counselor, guide and advisor to an associate.
- (2) Shares an understanding of the organization, its mission and the formal and informal operating processes.
- (3) Shares experiences which contributed to his or her own success and sets an example for the associate to follow.
- (4) Serves as a “sounding board” for career development plans or pursuing career opportunities.
- (5) Encourages associates to become more efficient and productive in their career field through self-development and other activities.
- (6) Suggests appropriate training and developmental opportunities to further the progress of the associate toward leadership positions.
- (7) Helps the associate set clear career goals, periodically reviews progress, and makes constructive suggestions on career development.

b. Associate. The associate must be committed to learning, take responsibility for his or her own career development, and enters into an agreement to work with a mentor. The associate’s roles include making the best estimate of their current skills and competencies, participating in a needs assessment and developmental plan and working with the mentor to achieve a workable “contract” to reach their agreed-upon goals. The associate must commit to follow through on his or her actions plans.

c. Program Sponsor. The EEO Officer will serve as the mentorship program sponsor to generate interest, monitor its implementation and evaluate its success. The program sponsor will act as a “clearing house” for information useful to the program and its participants; arrange for an orientation for both new and prospective mentors and associates; and conduct exit interviews with associates leaving the mentorship program.

d. Supervisors/Managers. The immediate supervisor creates and maintains a positive environment for associates during their mentoring experience. The supervisor’s comments and recommendations are important to the program sponsor in assessing an applicant’s commitment

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and potential for success in mentoring. Their feedback will ensure that any suggestions, recommendations, or developmental plans for the associate are according to the supervisor's plans and organizational needs.

e. Civilian Personnel Advisory Center. Provide information, as needed, on the civilian personnel system, i.e., qualification standards, individual development plans, training, etc.

6. The professional development of our civilian workforce is a top priority in our organization.

7. The point of contact for this policy is EEO at 634-7976.

Encl



VIRGIL S.L. WILLIAMS  
COL, QM  
Commanding

DISTRIBUTION:

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# **U.S. ARMY GARISON VICENZA INSTALLATION MENTORSHIP PROGRAM (IMP) APPLICATION**

Signed applications must be submitted to the EEO Office, Bldg 169 or faxed to 634-8207.

## **PART I**

1. Name:

2. Applying as a: (circle one or both)                      Mentor                      Associate

3. Name of organization:

4. Official work mailing address:

5. Telephone numbers: Work:                      Cell:                      Fax:

6. Email Address:

7. Current pay plan, series, grade and job title  
Brief description of duties:

8. Employment history (last three years):  
Job Title, pay plan, series, grade:

Brief description of duties:

Job title, pay plan, series, grade:

Brief description of duties:

9. If applying as a **mentor**:

(a) Previous series and job titles or areas in which you would be willing to serve as a mentor.

(b) Special knowledge, skills and experience willing to share as a mentor.

(c) Personal characteristics or qualities that you will bring to the mentor relationship.

10. If applying as an **associate**, explain why you are a good candidate for mentoring:

11. Years of Civilian Service:

12. Professional development courses/programs attended and/or applied for, i.e., LEAD, OLE, PME I and II.

13. Professional associations; community affiliations, to include your involvement, i.e., member, officer:

14. What have you done to enhance your professional development, i.e., college and correspondence courses?

15. Highest level of education? (circle)

High School

Some College Associate

Undergraduate

Graduate

Other:

16. Have you previously participated in a career intern program? If yes, name of career program and date?

17. Do you have a preference Mentor or Associate? (circle) Yes No  
If yes, please identify the person's name, organization, email address and telephone number.

18. Supervisory acknowledgement and commitment. "I am aware that this employee is applying for the USAG Vicenza's Installation Mentorship Program and will support individual's participation in the program if selected."

Supervisor's Signature and Date: \_\_\_\_\_

Applicant's Signature and Date: \_\_\_\_\_

## **PART II:**

1. Submit a short narrative on what you hope to achieve by participating in this program.

2. Identify your short term, 1-4 years, and long term, 5+ years, career goals:

ADDITIONAL COMMENTS: